



TRANSITION TOPIC:

Tracking Performance to Improve Accountability

TASK: Recommend ways to better achieve performance accountability within DoD, including use of performance objectives, metrics, and management reviews.

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ISSUE:

The Secretary needs the means to track the progress of his most important objectives to help assure their accomplishment

IMPORTANCE:

- The next Secretary will be faced with a myriad of management issues in very constrained financial environment creating tremendous pressure to make strategic trade-offs. He needs the means to direct individuals and units to those activities most critical to performance.
- Managing a huge organization with conflicting internal and external interests requires a performance-management process that cascades critical objectives down the organization, translates them into measurement metrics, and provides for periodic reports back for evaluation and feedback.



RECOMMENDATIONS:

The next Secretary of Defense should:

1. In the first three months of tenure, adopt a performance management system as an integral part of managing the Defense Department to harness the energies of his senior appointees to the objectives he sets and the changes he wishes to institute.
2. Establish performance goals and conduct management reviews
 - a. Provide strategic management guidance to all 25 PAS (Exec. Levels II,III and IV) as individuals, and to all OUSD offices, JCS, Combatant Commands, Military Branches and Defense Agencies and Components.
 - b. Jointly set performance goals, develop indicators that measure progress, and conduct periodic management reviews.
 - c. Ensure that goals and objectives are aligned horizontally and vertically
3. Leverage existing organizational capabilities rather than adding staff
 - a. Enlist support of DepSecDef and CMO (if activated) in process
 - b. Have Director, Program Analysis and Evaluation (PA&E) assume collateral duties as Special Assistant to Secretary of Defense for Strategic Planning – regardless of where PA&E reports
 - c. Use a senior leadership forum (currently Deputy's Advisory Working Group) to communicate and gain commitment



DISCUSSION:

- **Leadership Roles and Council**—Performance management through objective setting and measurement needs the active support and reinforcement of SecDef
- **Application to PAS positions and DoD entities**—The Secretary's performance management system should be applied to both individuals and organizations.
- **Performance Measurement and Feedback**—Performance management is a closed-loop process. After goals are set and agreed to, there needs to be measures of performance, periodic assessment and feedback with SecDef and any senior leadership forum
- **Drivers of and Support for the Process**—A performance management process communicates performance goals and expectations in a disciplined manner. It must have buy in at the top, provide for accountability, and be consistently and persistently applied during tenure.